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Draft country programme document for Tunisia (2015-2019)

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I. Programme justification

1. Tunisia is a middle-income country with a high level of human development with a largely urban and young population of 10.77 million (26.7 per cent are under the age of 15). With an average annual growth rate of 5 per cent for the past three decades, the country has long been considered a model of economic success.

2. However, the events of January 2011 revealed the limitations of a system resulting in less and less solidarity between different parts of the country and between generations, raising questions about the appropriateness of the development model that has predominated since the 1980s and about both the effectiveness of public policies and the efficiency of a resource allocation system aligned with sectoral priorities.

3. Despite real economic and social progress, unemployment remains high (15.7 per cent), particularly among young graduates (33.5 per cent), and especially among young women (43.5 per cent). The poverty rate (15.4 per cent in 2010) barely reflects the vulnerability of numerous segments of the population and the depth of income disparities and regional inequalities. The (2004, 2014) reports on progress towards achieving the Millennium Development Goals (MDGs) also indicated that while, at the national level, the likelihood of reaching targets by 2015 appears to be promising, deep regional disparities remain.

4. Despite the relative resilience of the economy to the shocks in 2011and the crisis in the Euro zone, reforms appear to be needed in macroeconomic, fiscal and financial policies, as well as in the labour market and in the educational system. While there has been no five-year plan since 2012, major challenges worth noting have to do with: (a) defining a new view of development; (b) enhancing the effectiveness and efficiency of sectoral policies and resources; (c) restoring competitiveness to the economy and redirecting it towards technologically new and knowledge-based sectors with high value-added and the capacity to generate sustainable jobs and incomes and employment; (d) conducting more in-depth analyses of poverty and vulnerability; and (e) swiftly reducing unemployment and regional inequalities as part of a decentralization and local development policy.

5. The upheaval in the wake of the 2011 revolution has triggered pressing demands for social justice, freedom and dignity. It has opened up a path towards a promising democratic transition aimed at establishing the rule of law and institutions capable of responding to citizens' aspirations. This process has revealed the pervasiveness of authoritarian practices and underscored structural frailties accentuating the unequal distribution of the fruits of growth. Significant steps have been taken to remedy this, including organization of free elections, adoption of a new Constitution, the transitional justice process, and efforts to combat corruption, in addition to reforms in the judicial and security sectors.

6. The Constitution of January 2014 is the result of broad consensus in the political class, reflecting the aspirations of most citizens and endowing the Constitution with inclusiveness and social legitimacy. It also upholds the universality of human rights and gender equality and establishes independent bodies and regulatory organs to consolidate democracy and the rule of law. Furthermore, Tunisia has signed or ratified new international conventions, voted for transitional justice laws, and established conditions conducive to freedom of expression and a free press, as well as burgeoning civil society and citizen participation initiatives.

7. While undoubtedly blessed with many features needed to complete the transition under way, Tunisia is also challenged by: (a) a still weakly anchored rule of law, in terms of access to security and effective justice; (b) excessive centralization of the decision-making process and regions still lacking the autonomy and resources needed to forge a genuine local development dynamic and reduce the feeling that regions are excluded; (c) low level of citizen participation, particularly on the part of youth and women, especially in rural areas; and (d) little responsiveness and accountability of the administration and of institutions to citizens' expectations, above all when it comes to the quality of services provided.

8. In collaboration with the United Nations system, in 2011 UNDP developed a Transition Strategy for Tunisia (TST) whose implementation has led to certain lessons being drawn:

- Whereas in the preceding cycle, the UNDP contribution was – although in line with national priorities – uneven, with convincing outcomes above all in the environment and energy sectors, the emphasis in 2001-2013 was on supporting democratic governance (Assessment of Development Results [ADR] 2011);
- Thus the TST enabled UNDP to support key dimensions, including an inclusive constitutional process and promotion of a national dialogue on major reforms, particularly as regards efforts to combat corruption, advance transitional justice and strengthen the rule of law. That repositioning resulted in greater credibility of UNDP vis-à-vis its national counterpart and the creditor and donor community;
- While UNDP mainly supported initiatives to boost the economy of targeted regions in 2001-2013, dimensions relating to monitoring of the MDGs, poverty reduction, lessening of regional disparities, stimulation of more dynamic local economies, and generation of sustainable livelihoods need to be reinforced in order to perpetuate recent progress during the transition.

9. It is also worth highlighting the need to:

- Incorporate activities undertaken in a framework of lasting support and involve civil society players, within a context of stronger social accountability mechanisms designed to foster ownership of reforms and their perpetuation;
- Build on gains made with the constitutional process to strengthen the capacity of democratic institutions, particularly that of Parliament, the electoral authorities, and the body responsible for advancing transitional justice;
- Assist Government efforts to stimulate employment and develop programmes for encouraging innovation and access to knowledge;
- Promote an integrated approach to support planning and coordination among development actors at the local level, to help create a critical mass of impacts and raise awareness nationwide of public policies to reduce poverty, generate jobs and foster inclusive growth;
- Support Government efforts to coordinate assistance from partners with enhancing the effectiveness of sectoral policies;
- Consolidate the targeting of fields and areas where action is needed, to reinforce actions undertaken;

- Assist efforts of the Government and domestic partners to share the experiences acquired and lessons learned during the transition in Tunisia, both regionally and globally.

10. Based on each one's comparative advantages, close cooperation will be sought with the following entities: OHCHR, UNESCO, UNODC and UNOPS on governance matters; UNIDO, ILO, UNCTAD and UNOPS on income and employment generation; FAO, UNCDF, IFAD, UN-Women, IOM and UNV for regional development, ESCWA, UNICEF, UNFPA, WHO, UN-Women and UNAIDS on poverty, vulnerability, social protection, and gender matters; and OCHA, FAO, UNHCR, UNEP and IOM on issues relating crisis and disaster prevention and management.

11. Synergies will also be sought with traditional bilateral and multilateral partners, as well as with emerging donors, in areas relating to economic and social inclusion, employment, regional development and the environment, as well matters to do with support for democratic governance and citizen participation. In those aspects, UNDP will also collaborate with the private sector and support public-private partnership.

12. Overall aid effectiveness will, however, benefit from implementation by the Government of a holistic mechanism for coordinating, managing and monitoring aid, sectoral policies and reforms, which will be supported by UNDP.

II. Programme priorities and partnerships

13. In response to national priorities, the proposed programme follows the guidelines established in the 2014-2017 Strategic Plan and aims to support Tunisia, during a pivotal period of its transition, in building a democratic system and an inclusive and sustainable growth model conducive to reductions in poverty, inequality and exclusion, particularly at the local level.

14. Special emphasis will be placed on young people, women, segments of the population with special needs, and the most vulnerable parts of the country. Capacity-building for actors will also be a core component of the intervention strategy.

15. This programme – geared to four principal outcomes – is presented below for the three substantive areas of work adopted in the 2014-2017 Strategic Plan.

Sustainable development pathways

16. The programme seeks to help the Government implement new public policies capable of resulting in significant progress with respect to human development, poverty reduction and employment generation, particularly for youth and women. UNDP aims to contribute to the following changes.

17. **Development planning, policy reforms and advocacy** by: (a) supporting the development of a forward-looking approach to development that incorporates sustainable development goals (SDGs) and is conducive to the implementation of an accelerated and inclusive growth strategy, support for effective and coordinated public policies, and the creation of sustainable livelihoods; (b) supporting the improvement of planning tools and strengthening strategic management of development functions, particularly by reviving planning/programming tools and

making sure that they are operationally consistent; (c) boosting national social statistics capabilities in the area of human development and poverty, which are vital for discerning the dynamics of poverty and contributing to the establishment of coherent and effective public policies; and (d) promoting mechanisms for coordinating sectoral policies and managing external funding.

18. **Planning at subnational levels**: UNDP seeks, through an integrated approach, to support the improvement of living conditions in two pilot zones detected in governorates with the lowest human development scores, by capacity-building for the players involved and stimulating local economies within a framework of participatory coordination and planning built around and taking advantage of public investments, private initiatives, and decentralized cooperation initiatives. This support is intended to: (a) foster an inclusive growth dynamic at the local level; (b) support employment and sustainable livelihoods generation; (c) enhance access to financing and skills development as a means for expanding access to inclusive microfinance and technology, tailored in particular to women's needs; and (d) develop capacities for dialogue and consensus-building as a means of consolidating social cohesion and citizen participation. The lessons learned will help enlighten public policies and facilitate implementation on a larger scale.

19. Within this integrated approach, efforts will be made, especially at the local level, to **promote initiatives that can be adapted to sustainable production capacities** by: (a) strengthening the institutional framework governing sustainable development; (b) conserving natural resources, optimizing energy resources, and fostering low-carbon-emissions development; and (c) encouraging participation and a culture of environmental stewardship.

Inclusive and effective democratic governance

20. **Policies and capacities to foster more accountable, open and effective governance**: the programme seeks to reinforce gains from the transition and the provisions of the new Constitution by consolidating the rule of law and democratic institutions. It strives, through a complementary approach, to strengthen the capacity of institutions to fully carry out the tasks entrusted to them and that of civil society to monitor them. In so doing, the programme will help promote social accountability mechanisms and citizen oversight of government, by insisting on the need to take citizens, especially women, youth and the disadvantaged, into account as the ultimate beneficiaries of the reforms and the protagonists of the transformation process. In addition, the programme will contribute to reform of the State and enhance its ability to provide services that live up to citizens' expectations, through more effective and transparent administration and accountability. To that end, it will support the formulation and implementation of a national decentralization strategy and contribute to implementation of an effective local governance system in which development priorities are set by consensus.

Resilience-building

21. Despite progress made, the transition is still confronted with a difficult socioeconomic and security environment that fuels political and social polarization and translates into recurrent crises capable of jeopardizing the gains made so far. The emergence of a proactive civil society and of actors more prone to dialogue has nevertheless managed to maintain a national consensus and demonstrates the country's

resilience to instability hazards, which the programme will strengthen. The emphasis on sustainable paths to development – including at local level – will also play an important part in strengthening social cohesion and community resilience.

22. Resilience to natural disaster hazards will also be supported by: (a) climate change adaptation and mitigation; and (b) enhancement of national and local capacities for disaster risk prevention, management and reduction.

23. The programme aims to contribute to national capacity-building and to support the sharing of experience and sound practices through a South-South and triangular cooperation strategy capitalizing in particular on lessons learned during the Tunisian transition process. Putting in place partnerships and activity strategies based on shared priorities will also be of paramount importance, both within the United Nations system and with traditional and other (emerging nation, civil society, foundation, private sector) donors and creditors. To achieve that, the programme will support the systematization of lesson learned in key areas, keep an inventory of the expertise available, and activate exchanges with Arab countries and the rest of the world.

III. Programme and risk management

24. Most of the activities planned will be conducted in accordance with national execution practices, with the goal of maintaining substantial government co-financing. Drawing on UNDP capacities and comparative advantages, the programme will be implemented in line with results-based management and the harmonized approach to cash transfer principles.

25. The principal risks to proper programme execution have to do with the volatility of the sociopolitical and security situation at both the national and the regional situation; the downturn in the global economy; the reluctance of actors to undertake reforms; the ongoing shortage of human and financial resources; and low financial execution capacity. Specially tailored corrective measures, such as the strengthening of financial management will be developed. The country office will take advantage of the Programme Management Support Unit established in 2013 to mitigate these risks and will, if need be, resort to direct execution and accelerated processing mechanisms. Monitoring and evaluation, knowledge management, and communication functions will be strengthened to facilitate assessment of outcomes and their impact. These factors will also facilitate the mobilization of additional resources.

26. This paper highlights the UNDP contribution to the achievement of national outcomes and provides the Executive Board with reference material with respect to accountability for the alignment of outcomes with the resources allocated. The responsibilities of managers at national, regional, and headquarters levels in respect of country programmes are described in operational and programmatic policies and procedures as well as in the organization's internal control framework.

IV. Monitoring and evaluation

27. The Ministry of Foreign Affairs will install a steering committee to ensure annual monitoring of programme implementation, in line with UDAF monitoring and evaluation procedures. UNDP will attach particular importance to this aspect so as to ensure enhanced supervision and coordination of the programme, efficient

monitoring of projects and evaluation of their impact. During project formulation, there will be extensive consultations with partners and beneficiaries with a view to establishing best programme and risks management strategies. All these elements will feed into a strategy for generating and making the most of knowledge of human development processes capable of triggering innovation and change.

28. The activities envisaged are directly related to UNDAF expected outcomes. A study involving the national counterpart, the beneficiaries and academic and research institutions will be conducted in 2017, for a mid-term evaluation of results and, if need be, a reorientation of the strategies pursued. During the 2015-2019 cycle a report on progress achieved by the United Nations system will be prepared and systematic project evaluations will be conducted.

29. The Tunisian Government and SNU agree to adopt a sensitive and flexible approach to managing the implementation of the UNDAF and the agencies' country programmes in light of Tunisia's special circumstances. Cooperation with AfDB, ESCWA, UNICEF and UNFPA will help develop the capacity of statistics institutions to gather and analyse data needed for a better grasp, especially at a disaggregated level, of poverty and vulnerability. Periodic reports, such as those drawn up in connection with the post-2015 sustainable development framework (SDGs), will make it possible to take advantage of those data.

Annex

Results and resources framework for Tunisia (2015-2019)

(for acronyms, see list on page 15)

Priority or national goal: anchoring of democratic principles by upholding the rule of law and forging a new, more inclusive and balanced social project founded upon freedom, good governance and social justice.				
UNDAF outcome No.1: by 2019, civil, political and administrative institutions are fully operational with respect to observance of universal principles of human rights, democracy and gender equity.				
Corresponding Strategic Plan goal: strengthened democratic governance systems meet citizens' expectations with regard to freedom of expression, development, the rule of law and accountability to the people.				
UNDAF outcomes (indicators, baselines and targets)	*Data sources, frequency with which data are collected, and entities in charge*	*Country programme-related outputs (indicators, baselines and targets)*	*Principal partners partnership frameworks*	*Approximate amount of resources per outcome (US$)*
Number of documents relating to supported bodies that incorporate international standards and best practices. Baseline: 0 Target: 7 Number of annual reports prepared by democratic bodies and regulatory organs Baseline: 0 Target: 35 Existence of a national strategy to reform the judicial system. Baseline: no Target: strategy and action plan drawn up	1.1.1. Reports by Instance Vérité Dignité-IVD (2015; 2017; 2019) 1.1.2. Ministry of Justice Survey (2013, 2016, 2019) 1.1.3. Ministry of the Interior (2017, 2019) 1.1.4. Periodic reports of the International Committee for Coordinating National Human Rights Institutions (2013, 2017, 2019) Future surveys will provide data broken down by sex, age and region for indicators 1 and 2	**1.1 Strengthened capacity of institutions safeguarding the rule of law, providing enhanced access to justice and security, especially for the more vulnerable, in accordance with international norms** Indicators: 1.1.1. Per cent of victims registered by IVD as receiving programme support; 1.1.2. Number of police stations that have adopted neighbourhood police model and receive support (including legal training); 1.1.3. Number of laws governing the activities of the security forces that have been amended in line with international standards. Baselines: 1.1.1. 0 per cent; 1.1.2. 0; 1.1.3. Permanent operating procedures in place governing police actions and Law 69-4 Targets: 1.1.1. 30 per cent of victims (including at least 50 per cent of the women) supported and efforts under way to advocate generalized application of the support mechanism; 1.1.2. 30 mechanisms (including one in each of the 14 priority governorates); 1.1.3. 3 new mechanisms	Instance Vérité et Dignité (IVD) Ministry of Justice, Human Rights and Transitional Justice, Ministry of the Interior National Human Rights Institution Civil society organizations / United Nations System European Union International Centre for Transitional Justice International Centre for the Prevention of Crime	Regular resources: 350,000 Other resources: 8,000,000

Existence of a national security reform strategy fully up to rule of law standards. Baseline: no Target: strategy and action plan drawn up	1.2.1. Training reports, Parliament 1.2.2. Training reports, Government Administration 1.2.3. and 1.2.4. Progress reports of civil society organizations Future surveys will provide data broken down by sex, age and region for indicators 1, 2 and 3	**1.2 Citizen participation and the capacities of institutions and opposition forces strengthened, facilitating enhanced accountability to the people** Indicators: 1.2.1. Per cent of members of Parliament benefiting from capacity-building measures; 1.2.2. Number of contact persons from the administration and civil society trained in democratic governance issues; 1.2.3. Number of people (youth and women particularly targeted) benefiting from citizenship promotion initiatives; 1.2.4. Number of social accountability initiatives undertaken (including the justiceability of rights) Baselines: 1.2.1. 0; 1.2.2. Governance Academy established; 1.2.3. 6,000 participants in consultations regarding the constitutional process and 31,000 persons reached by CSOs; 1.2.4. 0 Targets: 1.2.1. 100 per cent; 1.2.2. 1,000; 1.2.3. 87,000; 1.2.4. 20	Parliament Government Administration Civil society organizations Citizens /UN system European Union European Parliament	

UNDAF outcome No. 2: by 2019, the State is organized according to new decentralized regional divisions meeting Tunisians' aspirations to a democratic governance model based on citizen participation and accountability to the people.

Corresponding Strategic Plan goal: strengthened democratic governance systems live up to citizens' expectations in terms of freedom of expression, development, the rule of law and accountability to the people.

UNDAF outcomes (indicators, baselines and targets)	*Data sources, frequency with which data are collected, and entities in charge*	*Country programme-related outputs (indicators, baselines and targets)*	*Principal partners partnership frameworks*	*Approximate amount of resources per outcome (US$)*
Existence of a legal framework establishing new administrative structures at the regional and local levels Baseline: no Target: yes	2.1.1. Parliament 2.1.2. MDCI 2.1.3. Survey, MDCI (2015; 2019) 2.1.4. MDCI	**2.1. A national decentralisation strategy is supported and contributing to an effective local governance system providing better quality services to citizens** Indicators: 2.1.1. Existence of a preliminary draft framework law on decentralization; 2.1.2. per cent of members (M/W) of local councils trained in the pilot governorates; 2.1.3. system for evaluating perception of the quality of municipal and administrative services in pilot governorates	SS- Development and International Cooperation SS Regional and Local Affairs Regional development offices Regional and local authorities United Nations system	Regular resources: 500,000 Other resources: 14,000,000

Number of (regional budget execution) reports published by elected authorities at the regional level Baseline: 0 Target: 24*5 Number of governorates that have instituted ways of consulting citizens and civil society about actions plans or regional budgets) Baseline: 0 Target: 24 Number of regional council website created, enabling citizens to access reliable information Baseline: 0 Target: 24 Level of citizen satisfaction with services provided by regional offices Baseline: to be determined Target: at least 50 per cent		Baselines: 2.1.1. Lack of a clear legal framework; 2.1.2. 0; 2.1.3. Lack of a participatory system for evaluating the quality of municipal and administrative services; 2.1.4 Households' experience of administrative services Targets: 2.1.1. Preliminary draft law available; 2.1.2. 100 per cent of local councillors (including 50 per cent women) trained in the pilot governorates; 2.1.3. Participatory system available for evaluating the quality of services.	European Union World Bank	
	1.2.1. Training reports, Parliament 1.2.2. Training reports, Government administration 1.2.3. et 1.2.4. Activities reports of associations The next surveys will provide data broken down by sex, age and region for Indicators 1, 2 and 3	**2.2. Support is provided to national actors to develop and implement a good governance strategy, including an effective national integrity system** Indicators: 2.2.1. Draft National Good Governance Strategy; 2.2.2. Bill on the national anti-corruption authority 2.2.3. Number of sectoral anti-corruption plans; 2.2.4. Independent corruption observatory Baselines: 2.2.1. Nonexistent 2.2.2. Nonexistent; 2.2.3. 0; 2.2.4. Nonexistent Targets: 2.2.1. Draft strategy drawn up; 2.2.2.1Bill drawn up; 2.2.3. 3 Sectoral plans developed; 2.2.4. Observatory up and running	National anticorruption authority Office of the Prime Minister (*Présidence de Gouvernement*) SS- Governance and civil service Ministry of Justice and Human Rights Ministry of Economy and Finance Private sector Civil society organizations UN system World Bank OECD	

Priority or national goal: To ensure inclusive and balanced development incorporating sustainable management of natural resources, energy efficiency, the development of renewable sources of energy, hazard reduction and management of the impacts of climate change and of man-made humanitarian crises. To increase the rate of economic growth by expediting the structural transformation of the economy with a view to generating sufficient, suitably qualified and regionally well distributed employment.				
UNDAF outcome No. 3: By 2019, the Government implements a new model of economic and social development, which is equitable, inclusive, sustainable, resilient and able to generate both wealth and employment.				
Corresponding Strategic Plan goal: Inclusive and sustainable growth and development, incorporating the productive capacities needed to generate jobs and livelihoods for the poor and excluded.				
UNDAF outcomes (indicators, baselines and targets)	*Data sources, frequency with which data are collected, and entities in charge*	*Country programme-related outputs (indicators, baselines and targets)*	*Principal partners, partnership frameworks*	*Approximate amount of resources per outcome (US$)*
Number of governorates participating in consultations Baseline: 0 Target: 2 Existence of a strategic approach to development that includes the new economic model Baseline: Tunisia Vision 2030 formulated in 2010 and not validated Target: Strategic Approach and new economic model Existence of a system for monitoring SDGs. Baseline: no Target: yes	Consultation reports. Ministries of Planning, Development and Finance Ministry of Planning Prime Minister's Office, Official Gazette of the Republic of Tunisia (JORT). Periodic reports of the Planning , Finance, and Foreign Affairs ministries, Central Bank of Tunisia	**3.1. Planning, monitoring and evaluation mechanisms are strengthened to support effective and equitable public policies** Indicators: 3.1.1. and 3.1.2. Draft Outlook and draft of the new five-year plan prepared on the basis of a process that respects human rights; 3.1.3. Periodic national reports on SDGs: 3.1.4. Draft regulations to coordinate public policies that incorporate monitoring of reforms and of aid; 3.1.5. An integrated aid management platform Baselines: 3.1.1. 0; 3.1.2. 0; 3.1.3. Nonexistent; 3.1.4 not applicable; 3.1.5. 0 Targets: 3.1.1. 1; 3.1.2. 1; 3.1.3. One periodic report and 3 annual reports published; 3.1.4. Institutional mechanism proposed, along with decrees and implementing regulations; 3.1.5. Functional platform and reports produced	MEF SS - DCI Ministries involved Governorates Civil society, including technical personnel Research institutions Social partners (trade unions, employers) CNS INS ITES ITCEQ CRES Tunisian Central Bank /United Nations system European Union African Development Bank	Regular resources: 800,000 Other resources: 2,500,000
		3.2. Tools for measuring and analyzing poverty and vulnerability are maintained and refined to guide the formulation and implementation of effective, efficient and equitable public policies.	MEF SS - DCI INS Ministry of Social Affairs	

Use of improved tools for measuring and analyzing poverty Baseline: no Target: yes Number of regions with a regionalised human development index (IDH) Baseline: 0 Target: 3	Reports of the National Statistics Institute (INS) INS Ministry of Development and International Cooperation, INS, CRES Household surveys, five-year plan, sectoral policy and strategy documents, SDGs monitoring reports	Indicators: 3.2.1Analytical quality of the reports produced by the statistical data units; 3.2.2. Preparation and development of an MDPI; 3.2.3. Methodological basis for establishing a participatory regional development index Baselines: 3.2.1. Mainly descriptive reports; 3.2.2. 0; 3.1.3. Methodologically inconsistent regionalized indices established Targets: 3.2.1. Reports used (five-year plan, sectoral policy and strategy documents); 3.2.2. MDPI drawn up; 3.2.3. RHDI available	CRES Ministries concerned Regional development offices concerned Civil society Social partners /United Nations system BAfD World Bank Universities of Oxford and Bordeaux AFRISTAT, INSEE	
UNDAF outcome No.4: By 2019, regional players manage regional resources efficiently and make optimal, sustainable, and inclusive use of them.				
Corresponding Strategic Plan goal: Inclusive and sustainable growth and development incorporating the productive capacities needed to generate jobs and livelihoods for the poor and excluded.				
UNDAF outcomes (indicators, baselines and targets)	*Data sources, frequency with which data are collected, and entities in charge*	*Country programme-related outputs (indicators, baselines and targets)*	*Principal partners, partnership frameworks*	*Approximate amount of resources per outcome (US$)*
Number of regional development plans drawn up that take specific regional potential and environmental aspects into account Baseline: 0 Target: 24 Existence of contracts/ regions permitting enhanced autonomy for regions with appropriate financial and human resources Baseline: no Target: yes	Signed programme document Reports and minutes of meetings www.mdci.gov.tn, websites of regional development offices www.mdci.gov.tn, regions' websites Internet sites of the regions, the MDCI and the MFPE Project/programme documents Project/programme evaluation reports	**4.1. Local development plans taking regional potential into account are drawn up in two pilot areas and a strategy for replication in the other areas has been formulated.** Indicators: 4.1.1. Coordination mechanism and local coordinating unit; 4.1.2. Development plans incorporating environmental considerations and supporting incorporation of youth and women into the economy; 4.1.3. Number of development finance tools at the local level; 4.1.4. No. of new enterprises supported and Number of jobs created thanks to UNDP initiatives; 4.1.5. Number of projects facilitating economic recovery and local development supported, targeting youth and women in particular; 4.1.6. Number of beneficiaries of voluntary service activities/ Baselines: 4.1.1Coordination elements exist at the ODS, nonexistent at the ODNO; 4.1.2. Integrated rural development plans, integrated agricultural development plans, 6 PARE; 4.1.3. 0; 4.1.4. 544 and 1 553; 4.1.5. 83; 4.1.6. 0	SS-DCI Regional development offices MFPE Ministry of Social Affairs Ministry of Youth, Women and the Family Ministry of Agriculture Ministry of Sustainable Development ATCT and API UTICA and UGTT Conect United Nations system	Regular resources: 1,109,000 Other resources: 12,880,000

Number of programmes implemented at the regional level to improve access to decent work and self-employment opportunities Baseline: 0 Target: 15		Targets: 4.1.1. 2; 4.1.2. regional development plans drawn up; 4.1.3. 1 tool; local development funds; 4.1.4. 200 and 4 000; 4.1.5. 500; 4.1.6. 500 youth (50% women)	European Union World Bank Swiss Confederation Kingdom of Luxembourg Japan GIZ Enda Maghreb France Volontaires Tunisian Red Cross Private Sector Civil Society	
	Official documents and national reports (national communications, monitoring or evaluation reports) Ministry websites JORT	**4.2. Viable plans developed at the national and local levels for sustainable management of natural resources** Indicators: 4.2.1. Institutional framework for integrated and sustainable management of natural resources; 4.2.2. Decision-making tools for better natural resource management; 4.2.3. Number of strengthened CSOs, including those benefiting from voluntary services Baselines: 4.2.1. A review is under way of the legal and institutional framework for Water, Environment and Forest codes, 2nd national communication, national greening strategy being prepared; 4.2.2. National Water Resource Information System being prepared; 4.2.3. 75 Targets: 4.2.1. Institutional framework for integrated and sustainable management of natural resources strengthened and improved; 4.2.2. Action Plan and Strategy for combating desertification and preservation of biodiversity in line with UN strategies, 3rd national communication submitted; 4.2.3. 150	Ministry of Sustainable Development Ministry of Agriculture Ministry of the Interior ANME Regional Development offices Civil society / United Nations system Global Environment Facility Swiss Confederation European Union African Development Bank France	

	Official documents and national and regional reports www.anme.nat.tn	**4.3. Strategies for low-carbon-emission development, based on greater energy efficiency, are supported at the national and local levels** Indicators: 4.3.1 Strategy for low-carbon-emission development; 4.3.2. 2 Energy management strategies in two pilot areas; 4.3.3. Plan of Action to reduce energy insecurity Baselines: 4.3.1. et 4.3.3. Energy efficiency and renewable energy strategy 2014-2020 formulated. Strategy and NAMA energy sector portfolio drawn up. Tunisian Solar Energy Plan adopted: 4.3.2. Carbon footprint for the town of Sfax Targets: 4.3.1 Strategy drawn up: 4.3.2. 2 strategies drawn up; 4.3.3. Plan of Action adopted	ANME SS-DCI Ministry of Finance INS Ministry of Industry Ministry of Sustainable Development Regional development offices Civil society Private sector and UTICA / United Nations system Global Environment Facility European Union	
Existence of new regulations governing crisis and disaster prevention and management Baseline: no Target: yes Existence of a procedures manual based on consensus Baseline: no Target: yes Number of associations that incorporate the procedures manual in regional disaster control plans Baseline: 0 Target: 120	JORT Procedures Manual on crisis and disaster prevention and management Annual Report of the Regional Disaster Control Commission Official documents and national reports Project/programme documents	**4.4. Frameworks and systems for disaster risk prevention and management are developed, enhancing community and ecosystem resilience** Indicators: 4.4.1. Institutional and regulatory framework and coordination platform, early warning mechanisms; 4.4.2. Innovative strategies for adapting to climate change-related risks; 4.4.3. Strengthened capacities of communities, and of women in particular, with respect to risk prevention and management Baselines: 4.4.1. Institutional and regulatory framework not adapted, 1st national Hyogo 2005-2015 report submitted, national and regional disaster management commissions exist; 4.4.2. 3 sectoral strategies and 1 national strategy exist; 4.4.3. Nonexistent Targets: 4.4.1. Draft new regulations to govern risk and disaster prevention and management and an early warning mechanism tested in 2 areas; 4.3.2. At least 2 innovative coastal development plans drawn up; 4.4.3. Procedure Manuals developed in association with communities and especially women	Ministry of the Interior/ONPC Ministry of Equipment and Sustainable Development Ministry of Defence UTSS ANPE APAL Governorates and village communes Civil society INM INSTM United Nations system Global Environment Facility European Union	Regular resources: 300,000 Other resources: 6,500,000

List of acronyms and abbreviations

ADR	Assessment of Development Results
Afristat	Observatoire économique et statistique d'Afrique subsaharienne
ANME	Agence nationale pour la maîtrise de l'énergie
ANPE	Agence nationale de protection de l'environnement
APAL	Agence de protection et d'aménagement du littoral
API	Agence de promotion de l'industrie et de l'innovation
ATCT	Agence tunisienne de coopération technique
BAfD	African Development Bank
CNS	Conseil national de la statistique
CRES	Centre de recherches et d'études sociales
CSO	Civil society organization
ESCWA	Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization of the United Nations
GIZ	Deutsche Gesellschaft fuer Internationale Zusammenarbeit [German Society for International Cooperation]
HACT	Harmonized Approach to Cash Transfers
HDI	Human Development Index
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
INM	Institut national de la météorologie
INS	Institut national de la statistique
INSEE	Institut national de la statistique et des études économiques
INSTM	Institut national des sciences et technologies de la mer
IOM	International Organization for Migration
ITCEQ	Institut tunisien de la compétitivité et des études quantitatives
ITES	Institut tunisien des études stratégiques
IVD	Instance Vérité et Dignité
JORT	Journal officiel de la République tunisienne [Official Gazette]
MDGs	Millennium Development Goals
MDPI	Multidimensional poverty index
MEF	Ministry of Economy and Finance
MFPE	Ministry of Vocational Training and Employment
NAMA	Nationally Appropriate Mitigation Actions
OECD	Organization for Economic Cooperation and Development
OCHA	Office for the Coordination of Humanitarian Affairs
ODNO	Office de développement du Nord-Ouest

ODS	Office de développement du Sud
OHCHR	Office of the United Nations High Commissioner for Human Rights
ONPC	Office national de la protection civile
PARE	Plans d'action régionaux pour l'emploi [regional action plans for employment]
PMSU	Programme Management Support Unit
RHDI	Regional Human Development Index
SDGs	Sustainable Development Goals
SS – DCI	Secretary of State – Development and International Cooperation
SS	Secretary of State
MDCI	Ministry of Development and International Cooperation
STT/TST	Stratégie d'appui à la transition (transition support strategy)
UGTT	Union générale tunisienne du travail
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCDF	United Nations Capital Development Fund
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNEP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNS	United Nations system
UNV	United Nations Volunteers programme
UN-Women	United Nations organization dedicated to gender equality and the empowerment of women
UTICA	Union tunisienne de l'industrie, du commerce et de l'artisanat
UTSS	Union tunisienne de solidarité sociale
WHO	World Health Organization